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Evaluation reports

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Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations in the summary report on the evaluation of the WFP's disaster risk reduction and management and climate change policies

Background

1. This document presents the WFP management response to the recommendations resulting from the evaluation of WFP's 2011 policy on disaster risk reduction and management (DRRM) and 2017 climate change policy.
2. The purpose of the evaluation was to assess the quality and results of the policies and to identify factors that have facilitated or hindered their implementation. The evaluation was conducted to inform WFP decisions on the future direction of the two policies, help identify ways in which they could be strengthened to support the implementation of WFP's strategic plan for 2022–2025 and enable WFP to continue to contribute to relevant international commitments.
3. The evaluation covered the period since the policies were approved, with particular focus on 2017–2022. A theory-based, mixed-methods approach was applied, and evidence from a range of sources was triangulated. The evaluation generated eight main recommendations. Sub-recommendations elaborated on how each overall recommendation could be implemented.
4. Management fully agrees with all recommendations and recognizes that there is a need to reposition disaster risk reduction and management across and within other relevant WFP policies and guidance; update the climate change policy; develop a costed climate change policy implementation plan; increase access to diversified and multi-year financing for climate change-related action; improve monitoring, evaluation and learning; ensure appropriate and staff skills and levels; ensure that guidance and systems are in place to support country offices in implementing a multi-risk, multi-stakeholder and locally-led

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approach to climate action and DRRM; and strengthen strategic and operational partnerships in those areas.

5. In relation to sub-recommendation 5.2 (Establish appropriate and manageable indicators for disaster risk reduction and management to be used within the results frameworks for the updated climate change, resilience and emergency preparedness policies and, where appropriate, by governments and other partners), although it is ready to review and update the indicators used in its own corporate results framework, WFP is unable to determine the indicators used by governments and other partners. Regarding sub-recommendation 6.1 (At the headquarters level, ensure that the Climate and Disaster Risk Reduction Programmes Service is adequately staffed. At the regional and country-office levels, advocate that an adequate number of staff responsible for climate action be put in place), the level of WFP staff at the country-office level is not determined by the designated lead office supporting implementation of the climate change policy but is related to context-specific country strategic plan design and implementation needs. The relevant lead office is, however, committed to ensuring an adequate number of qualified staff at headquarters to support implementation of the updated climate change policy. Finally, in relation to sub-recommendation 8.1 (At all levels invest in building partnerships, to which WFP provides clear added value, for resource mobilization, technical expertise, implementation, advocacy, strategy, research and learning relevant to disaster risk reduction and management and climate change with United Nations entities, international financial institutions, government donors, the private sector, academic entities and non-governmental organizations), headquarters-level units in WFP do not oversee partnerships at the country level, which are context-specific and aligned with country strategic plan priorities and activities. Headquarters will, however, continue to invest in global partnerships that are relevant to the implementation of the climate change policy and add value to regional and country-level programmes.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE WFP'S DISASTER RISK REDUCTION AND MANAGEMENT AND CLIMATE CHANGE POLICIES					
Recommendations and sub-recommendations (including their priority: high/medium)	Recommendation and sub-recommendation lead office (supporting offices/units in brackets)	Management response (agreed, partially agreed, not agreed)	Actions to be taken	Action lead office (supporting offices/units in brackets)	Action deadline
Recommendation 1: Reposition disaster risk reduction and management across and within WFP policies and guidance on resilience, climate change, emergency preparedness and response and other relevant programmatic areas such as social protection. Priority: High Deadline: Fourth quarter of 2024	Climate and Disaster Risk Reduction Programmes Service (PROC) (Programme – Humanitarian and Development Division (PRO), Resilience and Food Systems Service (PROR), Social Protection Unit (PROS), Emergency Operations Division (EME), regional bureaux)	Agreed	PROC will develop a conceptual model for DRRM within WFP and will facilitate the integration of relevant priorities and activities in updated WFP resilience, climate change and emergency preparedness and response policies and other relevant policy and guidance updates.	PROC (PRO, PROR, PROS, EME, regional bureaux)	Fourth quarter of 2024
1.1: Drawing from global and WFP disaster risk reduction and management knowledge and practices, develop a conceptual model that shows how disaster risk reduction and management objectives and interventions contribute to climate-change-related action, emergency preparedness and response and resilience outcomes.	PROC (PROR, PROS, EME, regional bureaux)	Agreed	Drawing on experience and on established models and practices at WFP and across the wider United Nations system, PROC will develop a conceptual model for DRRM and demonstrate how it relates to climate action, emergency preparedness and response and resilience building.	PROC (PROR, PROS, EME, regional bureaux)	Fourth quarter of 2023

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1.2: Integrate disaster risk reduction and management objectives and interventions into the updated resilience, climate change and emergency preparedness policies and associated tools and guidance. Communicate WFP's disaster risk reduction and management mainstreaming approach to internal and external stakeholders.	PROC (PROS, PROR, EME, Communications, Advocacy and Marketing Division (CAM), regional bureaux)	Agreed	Through the institutional anchor selected pursuant to sub-recommendation 1.3, the Programme and Policy Development Department (PD) will facilitate the mainstreaming of DRRM activities in relevant policy updates (including in updated WFP resilience, climate change and emergency preparedness and response policies).	PD (PROS, PROR, PROC, EME, CAM, regional bureaux)	Fourth quarter of 2024
1.3: Determine which office will be the institutional anchor for disaster risk reduction and management work and how it will coordinate that work.	PD (PRO, EME)	Agreed	In line with the new DRRM conceptual framework, PD will select a WFP function to serve as technical and policy focal point for DRRM issues.	PD (PRO, EME)	First quarter of 2024
Recommendation 2: Update the climate change policy to incorporate recent changes in the external context, convey the evolving cross-cutting nature of WFP climate change actions and reflect lessons learned and new internal priorities. Priority: High Deadline: Fourth quarter of 2024	PROC (WFP climate crisis task force, WFP senior management, PROR, regional bureaux)	Agreed	PROC will update the WFP climate change policy, taking into consideration cutting edge research and relevant international policy and drawing on a theory of change.	PROC (WFP senior management, PD, regional bureaux)	Fourth quarter of 2024

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2.1: Define the parameters for positioning climate change as a cross-cutting issue for WFP and develop a clear theory of change.	PROC (WFP senior management, regional bureaux)	Agreed	Building on the latest research on the impact of climate change on food security and the cross-cutting nature of climate impacts, PROC will develop a theory of change to inform the updated WFP climate change policy.	PROC (WFP senior management, regional bureaux)	First quarter of 2024
2.2: Define priorities for the updated climate change policy based on the evolving external context and lessons learned, including a strong focus on climate risk analysis for country strategies and programmes, application of an intersectional approach to climate change and a clearer and realistic articulation of WFP ambitions in relation to gender-transformative results.	PROC (WFP climate crisis task force, WFP senior management, regional bureaux, Gender Equality Office)	Agreed	PROC will establish the priorities to be addressed in the updated climate change policy, focusing in particular on climate risk analysis, gender-transformative results, and an intersectional approach to climate change.	PROC (WFP senior management, regional bureaux, Gender Equality Office)	Fourth quarter of 2024

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<p>Recommendation 3: Develop, in a consultative, coordinated manner (involving other headquarters divisions, regional bureaux and country offices), a costed policy implementation plan that describes how the updated climate change policy will be rolled out across the organization.</p> <p>Priority: High</p> <p>Deadline: First quarter of 2025</p>	PROC (WFP climate crisis task force, PROR, regional bureaux)	Agreed	On the basis of consultations with relevant staff at WFP headquarters, regional bureaux and country offices, PROC will develop an implementation plan for the updated climate change policy that will outline the concrete activities to be undertaken to support policy rollout and specify resource requirements.	PROC (WFP climate crisis task force, PROR, regional bureaux)	First quarter of 2025
3.1: The policy implementation plan should include the sequencing of activities, clear definition of roles and responsibilities across the organization, an estimate of the human resources required to roll out the policy, an external and internal communication plan and a tracker for monitoring progress in policy implementation.	PROC (WFP climate crisis task force, PROR, regional bureaux)	Agreed	<p>PROC will ensure that the policy implementation plan sets out the sequencing of the activities to be undertaken, in accordance with the roles and responsibilities of relevant stakeholders and estimated human resource requirements.</p> <p>PROC will develop a communication plan to accompany the rollout of the updated climate change policy and will use relevant indicators to monitor and report on progress in that regard in the context of the annual performance planning and review.</p>	PROC (WFP climate crisis task force, PROR, regional bureaux)	First quarter of 2025

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3.2: The plan should also include a financial plan (including funding sources) for the costs associated with rolling out the policy, including for activities such as dissemination, communication, training and technical support.	PROC (WFP climate crisis task force, PROR, regional bureaux, CAM)	Agreed	PROC will cost the activities associated with the climate change policy implementation plan.	PROC (WFP climate crisis task force, PROR, regional bureaux)	First quarter of 2025
Recommendation 4: Take steps to increase access to more diversified and multi-year financing and funding for climate-change-related action and disaster risk reduction and management, in close coordination with similar efforts undertaken for resilience programming. Priority: High Deadline: First quarter of 2024	Partnerships and Advocacy Department (PA) (Public Partnerships and Resourcing Division (PPR), Strategic Partnerships Division (STR), Private Partnerships and Fundraising Division (PPF) (PD, PROC, regional bureaux)	Agreed	On the basis of consultations with other offices and units, PA will strive to diversify its donor base and increase access to multi-year funding for DRRM and climate change-related action.	PA (PPR, STR, PPF , PD, PROC, regional bureaux)	First quarter of 2024

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4.1: Map donor and strategic partner financing priorities and funding streams for climate change and disaster risk reduction and management, including access modalities, thematic and geographic interests, existing engagements with WFP and opportunities, as well as relevant events. Communicate the results to relevant headquarters units, regional bureaux and country offices to guide resource mobilization for climate change as a cross-cutting issue and disaster risk reduction and management.	PA (PPR, STR, PPF PROC, PROR, regional bureaux)	Agreed	WFP will map new and current resource partners, financing priorities, funding streams and entry points for partnerships in the areas of DRRM and climate change. The results of the mapping exercise will be shared with internal stakeholders to guide resource mobilization for DRRM and climate change-related programming. PA will provide guidance on fiduciary requirements, as required.	PA (PPR, STR, PPF (PD, PROC, regional bureaux)	First quarter of 2024
4.2: Increase the technical support and access to seed funding provided to country offices for the development of climate change and disaster risk reduction and management proposals that are centred on national governments' climate and disaster risk reduction and management priorities.	Interdepartmental Changing Lives Transformation Fund (CLTF) investment selection and learning committee (PD/CLTF manager, PROC, PA, regional bureaux)	Agreed	As Chair of the CLTF investment selection and learning committee, the PA Deputy Executive Director will continue to mobilize support for the provision of seed funding to selected country offices in support of initiatives to address national climate change and DRRM priorities.	PA	First quarter of 2024

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			<p>As part of the dedicated window in the CLTF, PD will continue to provide technical support to selected country offices in the development of proposals addressing national climate change and DRRM priorities.</p> <p>Building on a review of current practices within the United Nations system, PROC will appraise the effectiveness of WFP's current business model in supporting the development of climate funding proposals and will propose options for improvement to WFP senior management.</p>	<p>PD/CLTF manager</p> <p>PROC (PA, Corporate Planning and Performance Division (CPP), PD, regional bureaux)</p>	
<p>Recommendation 5: Improve monitoring, evaluation and learning on climate-change-related action and disaster risk reduction and management, including their contribution to resilience and to strengthening the triple nexus.</p> <p>Priority: High</p> <p>Deadline: Fourth quarter of 2025</p>	PROC (WFP climate crisis task force, PROR, regional bureaux)	Agreed	In line with the theory of change adopted to inform the updated climate change policy (see sub-recommendation 2.1), PROC will develop a results framework and, in collaboration with RAM, provide updated guidance on the climate-relevant indicators used in the corporate results framework.	PROC (PROR, regional bureaux)	Fourth quarter of 2025

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5.1 Develop a comprehensive results framework for the updated climate change policy, supported by a clear theory of change, relevant outcome indicators and clear targets.	PROC (WFP climate crisis task force, Research, Assessment and Monitoring Division (RAM), EME, PROR, PA, regional bureaux)	Agreed	PROC will ensure that the theory of change adopted for the updated climate change policy is accompanied by a results framework that can be linked to outcome targets and indicators.	PROC (WFP climate crisis task force, RAM, EME, PROR, PA, regional bureaux)	Fourth quarter of 2024
5.2: Establish appropriate and manageable indicators for disaster risk reduction and management to be used within the results frameworks for the updated climate change, resilience and emergency preparedness policies and, where appropriate, by governments and other partners.	PRO ¹ (PROR, PROC, EME, RAM, PA, regional bureaux, country offices)	Agreed	The results framework and related guidance for the updated climate change policy can be used by country offices to suggest and support indicators to be tracked by governments and partners. This will be possible within country strategic plans that include relevant capacity strengthening activities. Results frameworks and indicators are developed by relevant policy owners at WFP based on relevant theories of change. In that regard, PROC and PROR can advise on DRRM-related indicators, drawing on their experience in using the results frameworks established in the context of the updated climate change and resilience policies.	PRO (PROR, PROC)	First quarter of 2025

¹ The technical unit leading the response to this sub-recommendation will be confirmed once an office is selected as a technical and policy focal point for DRRM issues (see sub-recommendation 1.3).

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5.3: Develop and roll out guidance on how to use the indicators, in close consultation with country offices and regional bureaux and in line with WFP's corporate results framework. Advise country offices to budget and allocate adequate resources for evidence generation on climate-change-related action and disaster risk reduction and management, particularly for innovative elements.	PROC (PROR, EME, RAM, Office of Evaluation (OEV), regional bureaux, country offices)	Agreed	In collaboration with RAM, PROC will provide updated guidance on climate-related indicators in WFP's corporate results framework.	PROC (PROR, EME, RAM, OEV, regional bureaux, country offices)	Second quarter of 2025
5.4: Use the improved evidence base to promote internal learning and strengthen reporting on the Sendai Framework, the triple nexus and relevant Sustainable Development Goals, as well as to support accountability.	PROC (RAM, OEV, PROR, CAM, regional bureaux, country offices)	Agreed	PROC will develop a climate research and learning plan and offer dedicated training and knowledge-sharing on climate change and DRRM.	PROC (RAM, OEV, PROR, CAM, regional bureaux, country offices)	Fourth quarter of 2025

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<p>Recommendation 6: Drawing from the recent policy and programme strategic workforce planning exercise, prioritize and implement a set of actions that will ensure that sufficient staffing, capacity and skills are in place at the global, regional and country-office levels and across functional areas, in line with the requirements of the updated climate change policy. In addition, ensure that capacity strengthening related to disaster risk reduction and management is integrated into the relevant areas.</p> <p>Priority: High</p> <p>Deadline: Second quarter of 2025</p>	PRO (Human Resources Division (HRM), regional bureaux)	Agreed	<p>PRO will appraise staffing needs and strengthen the capacity and skills needed by WFP to implement the updated climate change policy.</p> <p>Policy implementation at the country level takes place through context-specific country strategic plan design and implementation, with support provided, as needed, by regional bureaux and headquarters.</p>	PRO (HRM, regional bureaux)	Second quarter of 2025

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6.1: At the headquarters level, ensure that the Climate and Disaster Risk Reduction Programmes Unit is adequately staffed. At the regional and country-office levels, advocate that an adequate number of staff responsible for climate action be put in place.	PRO (CPP, HRM, PROR, PROS, EME, regional bureaux)	Agreed	In the context of the annual management plan, PRO will collaborate with PROC to ensure that there are sufficient qualified staff at headquarters to support the updated climate change policy implementation plan. PRO will also advocate adequate staff to be made available at the regional and country levels, and will support global efforts to ensure adequate staffing at WFP country offices.	PRO (CPP, HRM, PROR, PROS, EME, regional bureaux)	Second quarter of 2025
6.2: Carry out an in-depth capability gap assessment with the aim of understanding the strengths and gaps in technical knowledge and skills related to climate change and disaster risk reduction and management, considering diverse needs across organizational levels and functions.	PROC (HRM, PROR, PROS, EME, regional bureaux)	Agreed	PROC will carry out a capacity gap assessment to assess human, technical and financial support needs in country offices and regional bureaux with a view to strengthening their capacity to engage on climate change and DRRM-related activities.	PROC (HRM, PROR, PROS, EME, regional bureaux)	Fourth quarter of 2023

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6.3: Based on the results of the capability gap assessment, update the climate change capacity development strategy and existing courses and develop new learning products as required. Ensure that skill gaps related to climate change and disaster risk reduction and management are addressed in existing learning platforms across relevant programmatic areas.	PROC (HRM, PROR, PROS, EME, regional bureaux)	Agreed	Building on the capacity gap assessment undertaken pursuant to sub-recommendation 6.2, PROC will undertake a learning needs analysis in a representative sample of regional bureaux and country offices and integrate relevant learning content into established WFP learning platforms. PROC will develop additional learning content on climate and DRRM issues and include its rollout in the updated climate change policy implementation plan.	PROC (HRM, PROR, PROS, EME, regional bureaux)	Second quarter of 2025
6.4: Review the contract types that can be used and assess rotation requirements to foster the retention of people with appropriate and adequate skills in specialist positions.	PD staffing coordinator (HRM, regional bureaux)	Agreed	As part of the implementation of the programme and policy strategic workforce plan, WFP will assess rotation requirements, especially for specialists, in order to promote sustainability and will review the mix of contracts offered. WFP will conduct a focused policy review of general contract modality options with respect to highly specialized positions.	PD staffing coordinator (HRM, regional bureaux) HRM	Third quarter of 2024

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Recommendation 7: Ensure that guidance and systems are in place to support country offices in implementing a multi-risk, multi-stakeholder and locally led approach to climate action and disaster risk reduction and management. Priority: High Deadline: Second quarter of 2024	PROC (PA, regional bureaux, country offices)	Agreed	In collaboration with regional bureaux and relevant entities at headquarters, PROC will establish a procedure for identifying, on an annual basis, priority countries for the analysis of climate risks and government requests for WFP assistance in support of national climate policies, strategies and ambitions.	PROC (PA, regional bureaux, country offices)	Second quarter of 2024
7.1: Ensure that guidance and systems are in place to guide country offices in the identification of "institutional entry points" related to climate change issues and disaster risk reduction and management at the highest feasible level within governments, in a way that facilitates horizontal collaboration with concerned ministries and cultivates contextually relevant innovation.	PROC (PPR, PPF, STR, regional bureaux, country offices)	Agreed	PROC will provide guidance and tools to country offices to facilitate the positioning of WFP's programmatic offers on climate change and DRRM with relevant government entities.	PROC (PPR, PPF, STR, regional bureaux, country offices)	Fourth quarter of 2023

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7.2: Ensure that guidance and systems to provide support to country offices in the conduct of periodic climate risk analyses that can inform policy and advocacy efforts with governments and be used to develop climate-change-related investments are in place. Explore ways to plan and undertake such climate risk analyses in collaboration with United Nations country teams and other partners with the aim of providing a solid foundation for contextually tailored joint or complementary integrated programmes that address climate vulnerabilities in depth, at scale and in a sustainable manner.	PROC (RAM, PPR, PPF, STR, regional bureaux)	Agreed	In collaboration with RAM, PROC will provide access to guidance, resources and partnerships in support of climate analysis at the country level and may undertake joint assessments with other relevant workstreams, United Nations entities or in-country partners.	PROC (RAM, PPR, PPF, STR, regional bureaux)	Second quarter of 2024

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<p>Recommendation 8: Focus on complementarity and effectiveness in strategic and operational partnerships on climate change and disaster risk reduction and management with United Nations entities, international financial institutions, government donors, the private sector, academic entities and non-governmental organizations.</p> <p>Priority: High</p> <p>Deadline: Fourth quarter of 2025</p>	PROC (PROR, PA, regional bureaux, country offices)	Agreed	Building on a baseline analysis of existing partners, PROC will continue to strengthen and expand WFP partnerships, including with thematic platforms and global, regional and country actors, to increase its effectiveness and impact in climate action.	PROC (PROR, PA, regional bureaux, country offices)	Fourth quarter of 2025
8.1: At all levels invest in building partnerships, to which WFP provides clear added value, for resource mobilization, technical expertise, implementation, advocacy, strategy, research and learning relevant to disaster risk reduction and management and climate change with United Nations entities, international financial institutions, government donors, the private sector, academic entities and non-governmental organizations.	PROC (PROR, PPR, STR, PPF, CAM, regional bureaux, country offices)	Agreed	PROC will continue to invest in partnerships that are relevant to the implementation of WFP's climate change policy and add value to regional and country-level programmes (including those on resource mobilization, technical expertise, advocacy, strategy development, research and learning).	PROC (PROR, PA (including PPR, STR, PPF, CAM), regional bureaux, country offices)	Fourth quarter of 2025

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8.2: Support and catalyse global and regional platforms and South-South and triangular cooperation that improve coordination, advance learning and facilitate advocacy on climate change and disaster risk reduction and management across the saving lives, changing lives spectrum.	PROC (PROR, CAM, South-South and Triangular Cooperation Unit (PROTS), regional bureaux)	Agreed	PROC will appraise the status of collaboration with global and regional platforms for South-South and triangular cooperation and strengthen its partnerships with those platforms on climate action.	PROC (PROR, PROTS, regional bureaux)	Fourth quarter of 2025